



STRATHCLYDE FIRE & RESCUE
COATBRIDGE STATION PLAN
2007 - 2008

North Lanarkshire Area

nlp



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Introduction

The Station Plan for Coatbridge Fire Station is intended not only to meet the needs of the local community, but to also be an integral component of the North Lanarkshire Area Plan. The overarching aim is to link to Strathclyde Fire & Rescues Integrated Risk Management Plan 2007 – 2110 and the Services corporate vision of ***“making our communities safe places to live, work and visit”***

This therefore places a duty upon all personnel to contribute to the corporate vision by the requirement to develop strategies and to ensure all activities contribute to:

1. **Minimising the effects of fire and other emergencies**
2. **Reflecting the community’s need for Fire and Rescue Services**
3. **The effective administration of Fire Safety Legislation**
4. **The achievement of fairness and equality in the treatment all staff and service users**
5. **The promotion of health, safety and welfare**
6. **Communicating with stakeholders and staff to inform on Fire and Rescue Service activity and to seek opinion on the delivery of services**
7. **Making best use of all resources**

This Plan also takes cognisance of the statutory duties placed upon the Fire & Rescue Service by virtue of the Local Government (Scotland) Act 2003. Such duties relate to Community Planning, Community Well-being and Best Value, i.e. continuous improvement, customer/citizen focus, equality and public performance reporting.

As a participant in the community planning process, this Station Plan also recognises the requirement to compliment the Community Plan of the North Lanarkshire Community Planning Partnership, ***“North Lanarkshire will be a place where partnership working builds on the existing strengths in our community to develop services which meet the needs of all our citizens creating a sustainable environment and better quality of life.”***

Aim

The purpose of this plan is to identify key mainstream service improvements, provide a forward planning tool, and enable the development of a monitoring and evaluation framework. This will also give trends and key indicators, which will allow the implementation of risk reduction measures within targeted areas with the aim of reducing:

- Accidental dwelling fires.
- Accidental dwelling fire deaths
- Serious non-fatal casualties from fire
- Malicious secondary fires
- Unwanted fire signals.
- Malicious calls.
- Incidence of wilful fire raising
- Other incidents of Anti Social Behaviour
- Road Traffic Collisions

Additionally this plan seeks to improve service delivery by effective performance management by effectively:

- Managing attendance
- Identifying personnel training needs
- Developing personnel
- Maintaining operational competencies
- Implementating risk reduction measures
- Promoting Best Value

Objectives

Community Safety

- Reduce accidental dwelling fires in station area
- Reduce fire injuries (fatal and non-fatal)
- Reduce the incidences of anti-social behaviour
- Reduce the number of RTC's within the station area
- Reduce the number of unwanted fire signals

Personnel

- Ensure establishment on each watch is sufficient to maintain crewing levels
- Ensure the adequate supervision of support personnel
- Manage attendance levels

Development

- Agree personal development with all staff undergoing development
- Arrange realistic training events
- Arrange training for risks in Community Risk Register Operations

Operations

- Compile Community Risk Register
- Agree Risk Register and determine priorities
- Ensure appropriate operational response to each risk

Technical Services

- Review Station vehicle requirements
- Complete annual property audit

Finance

- Agree areas of priority in terms of spending for fiscal year
- Investigate areas of overspend in past year and redress situation
- Monitor stock levels and efficiency measures to identify improvements
- Investigate use of petty cash account and integrity of system of reimbursement
- Monitor and control incidences of pre arranged overtime

Strategic Planning

- Arrange and chair annual Health & Safety meeting
- Ensure performance management methodology is being implemented
- Carry out Best Value audit of station staffing

Profile Of The Station Turnout Area

The station turnout area covers approximately 108 km², which includes Coatbridge, Airdrie, Plains, Caldercruix, and Chapelhall.



Coatbridge

Coatbridge is one of the largest towns in the North Lanarkshire area, and is situated on the north-eastern side of the SFR area.

Coatbridge is the location of the fire station however it is not the largest populated area, which is the town of Airdrie.

The last 2 centuries has seen Coatbridge & Airdrie develop commercially through heavy industries including Steel and Engineering works. As with many towns and cities, Coatbridge & Airdrie has developed to meet the changing demands of the commercial sector with many of the traditional industries being replaced, although remainders of these periods are still evident.

Coatbridge & Airdrie has been twinned on 3 occasions. The first two, in 1974, when it was twinned with Kulmbach in Germany and Ales in France. The third twinning took place in 1977 when it was twinned with Herstal in Belgium.

Today Coatbridge and Airdrie offer consumers a large choice of retail outlets both in and out of the town centre in addition to some of the top tourist attractions in the North Lanarkshire area, namely the Summerlee Heritage Park where over 96,000 people visited last year.

Caldercruix and Chapelhall, two smaller towns, are also covered by the station turnout area. These towns are mostly residential with only small local businesses located within their boundaries.

Political Profile

On a local political level North Lanarkshire is divided into 20 electoral wards, 6 of which are within the station turnout area. The last local elections took place on 3rd May 2007, which resulted in a Labour administration being charged with running the Council. The current Chief Executive of North Lanarkshire Council is Gavin Whitefield; Councillor James McCabe is presently the Leader of the Council and local Councillor Thomas Curley is Provost of North Lanarkshire.



Ward	Coatbridge	Ward	Airdrie
6	Coatbridge North & Glenboig	7	Airdrie North
9	Coatbridge West	8	Airdrie Central
10	Coatbridge South	11	Airdrie South

Population

The 2001 census returned a population of 99,646 within the station turnout area, which covers approximately 108 km² and accounts for 31% of the total resident population in North Lanarkshire. Airdrie has 54,684 residents, the largest population within the turnout area with 22,040 households, of which 38% are local authority owned.

Age

30 – 44 year olds are the largest represented age group within the area, the average age of which are 39 & 37 years for females and males respectively. Approximately 13% of the resident population are of pension able age, with the under 16-age group representing a further 15%. These representations are mirrored both in the North Lanarkshire and Scottish profiles.

Ethnicity

99.19% of the population residing within the station area are white, of which, 96% is Scottish in origin. The largest representation of minority ethnic groups is Chinese and the least represented group are Bangladeshi & Caribbean. These trends are indicative with both North Lanarkshire as a whole and within Scotland in general.

Employment

The unemployment rate within the area is 5.45%, which is on par with the North Lanarkshire average, and 1.48% higher than the Scottish average. There is a high percentage of unemployed who are classed as sick/disabled 10.56%, which is 3.12% higher than the Scottish average.

Within Coatbridge and the surrounding areas there are several employers who employ local residents on a large-scale basis (more than 250 employees) these include:

- Lanarkshire Health Board, NHS - Health
- Asda Stores Ltd – Retail
- Tesco's - Retail
- Inverhouse Distillers- Whisky Distribution
- North Lanarkshire Council - Local Authority
- Coatbridge College - Education
- Organaon Akzo Noble– Pharmaceutical Engineering
- B & Q – Wholesale Retailers

Health

The average age of a person considered to be in good health is 32, which is equal to that of both the North Lanarkshire and Scottish average. 10.5% of the resident population are deemed to have a limiting long-term illness.

Households

The majority of households within the area are owned at a rate of 62%, which is 6% lower than North Lanarkshire's average figure, although in comparison with the Scottish average this figure is lower by approximately 4%

Of the total number of households within the station area, pensioners living alone occupy 15%. Shawhead has the highest concentration of lone pensioners equating to 22% of the resident population within this area.

Lone parent households occupy 9% of the total numbers of the households with dependant children. Airdrie Central has the highest proportion of lone parents with dependant children compared to married and co habiting couples, whilst the Calderbank area has the lowest proportion. Overall female lone parents outnumber male lone parents by a ratio of 16:1.

Community Engagement

Local Area Teams

In order to comply with new directives set by the Scottish Executive the Station Manager will sit on both the Coatbridge Local Area Team (LAT) and the Airdrie LAT.

These Teams report to the local Area Partnership (LAP), that in turn feeds to the North Lanarkshire Partnership (NLP). The Area Manager sits on the NLP.

A Regeneration Manager coordinates the meetings and leads the Local Area Teams. Each team is made up of local managers responsible for delivery of services to the community at a local level.

Members of the Teams

- Strathclyde Fire & Rescue
- Social Work
- Strathclyde Police
- Job Centre Plus
- NHS Lanarkshire
- Community Services
- Chief Executives Office
- Finance
- Housing
- Education
- Small Communities Fund

The task of the LAT is to solve problems at a local level and to feed information to the LAP for issues to be addressed at a more strategic level when required. The LAT also allows for close partnership working and a greater awareness of local issues that could impact on our service delivery.

FireReach

The FireReach program will be introduced to the North Lanarkshire Area in the coming financial year. This will be done in partnership with the North Lanarkshire Council Education department, introduced through the NLP and operated through Coatbridge Fire Station in partnership with the LAT.

The purpose of the scheme is to provide training and development opportunities to young people in North Lanarkshire, principally through Fire & Rescue Service related activities. It will encourage them to make the most of their physical and mental capabilities and to become more responsible, safer and caring members of their communities.

Fire Reach courses are committed to improving the life chances of every young person who attends by using the positive role model of the firefighters, coupled with the neutral status of the Fire & Rescue Service within the community today.

The main aim of these courses is to change attitudes and perceptions of young people by showing them life skills and responsibilities. This is achieved by providing a modular based programme, which includes key elements of Fire & Rescue training.

This is achieved by providing an environment where team work and self discipline are promoted, by working through modules that include the essential elements of first aid and the use of operational equipment such as hose and ladders, all within a disciplined environment. Other essential elements of the course are punctuality, good attendance, general appearance and demeanour.

The FireReach program is designed to compliment the Scottish Executive document "A Curriculum for Excellence" which states "***Our aspiration is to enable all children to develop their capacities as successful learners, confident individuals, responsible citizens and effective contributors to society***", and will also give a "***greater choice and opportunity, earlier, for young people, to help them realise their individual talents and to help close the opportunity gap by better engaging those who currently switch off from formal education too young.***"

This project will be funded jointly through SF&R and North Lanarkshire Council. The projected launch of the scheme is the 2007-2008 school year.

Risk Portfolio

Life Risks

In addition to the 40,879 domestic households within the turnout area, Coatbridge Fire Station provides pre-determined attendances at a variety of risks within the surrounding area. The following is a summary some of the risks covered:

Hospitals

Monklands Hospital is one of two general hospitals in North Lanarkshire. The hospital provides primary health care across a wide range of departments and also provides Accident & Emergency facilities. Nursing accommodation is also provided adjacent to the Hospital. There is also Coathill Hospital, which is a small geriatric hospital in the area.

Shyberry Stadium

Shyberry Stadium is home to Airdrie United Football Club, currently in the first division. The stadium has 4 stands, which are of modern concrete and steel construction. The stadium tragedies of Bradford and Hillsborough brought about radical changes with regards to spectator safety and as a result of legislation and stricter regulation; Shyberry Stadium is a purpose 10,000 all seated stadium.

Cliftonhill Stadium

Cliftonhill Stadium is home to Albion Rovers Football Club who are in the third division of the Scottish league. They moved into the stadium in 1919 and the stadium is relatively untouched since then it now has a capacity of 2500.

Other Life Risks

Other significant life risks within the station turnout area include an 1800 capacity Multiplex Cinema, 17 certified Hotels and Boarding Houses, 45 Primary Schools, 8 Secondary Schools, 5 Special Needs Schools, 2 Children's Homes, 14 independent and 3 council run Residential Care Establishments.

Other Risks

A wide variety of property risks are evident within the turnout area, including 280 certified factories, offices, shops and railways premises, 120 licensed Public Houses and Clubs. A number of historic buildings are located throughout the area.

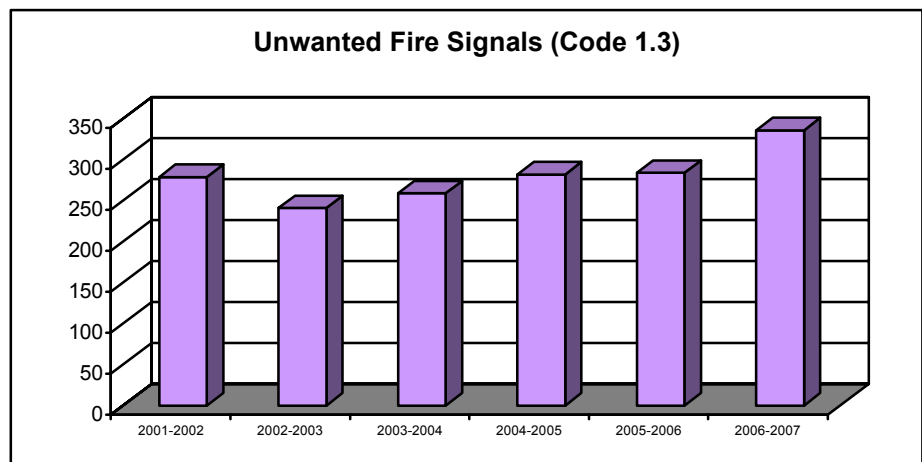
Operational Activity

Total Incidents

For the period 1st January 2006 to 31st December 2007, a total number of 2481 incidents were attended within the station area. Analysis of these incidents revealed that there were 103 dwelling fires, 77 of these were classed as accidental. Of these accidental fires, 1 fatality and 7 injuries occurred. The biggest drain of Fire & Rescue resources was caused by unwanted fire signals; of the total number of incidents attended in the year, unwanted fire signals accounted for 42% of all mobilisations. The increase on last year was due mostly to more good intent alarm calls, which could be due to the increase in domestic smoke alarms.

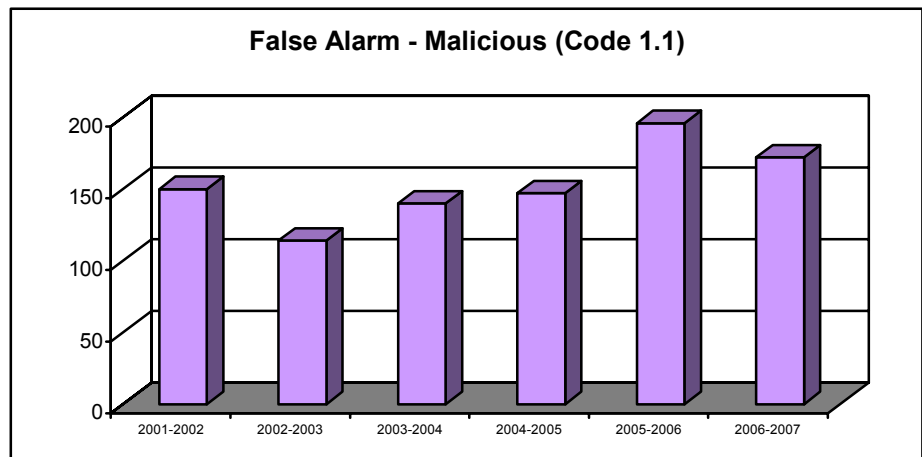
Unwanted Fire Signals (Code 1.3)

Year	Total
2001 - 2002	279
2002 - 2003	241
2003 - 2004	259
2004 - 2005	282
2005 - 2006	284
2006 - 2007	336



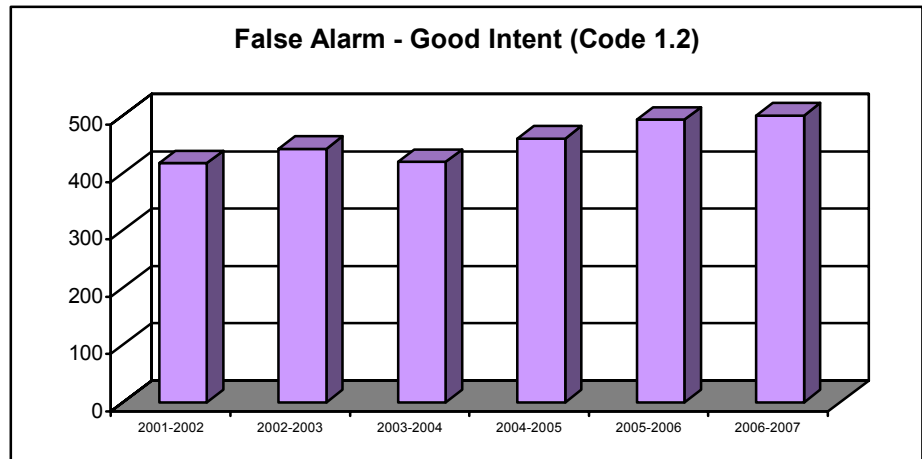
False Alarm - Malicious (Code 1.1)

Year	Total
2001 - 2002	150
2002 - 2003	114
2003 - 2004	140
2004 - 2005	147
2005 - 2006	196
2006 - 2007	172



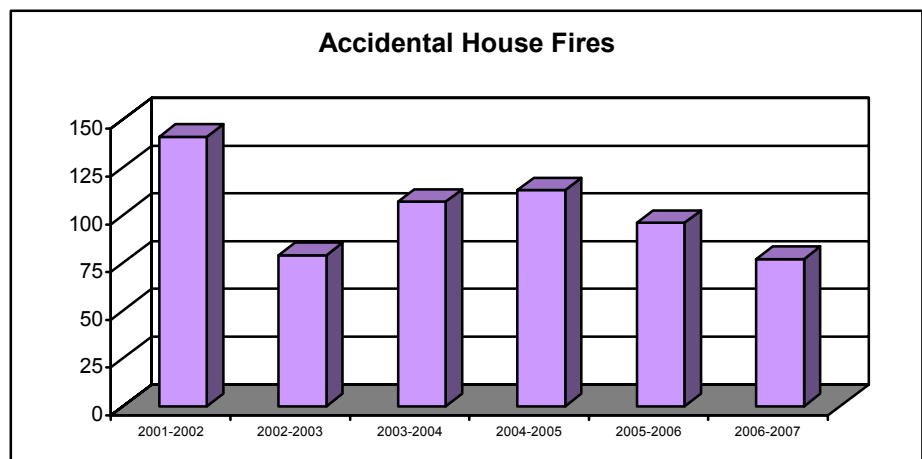
False Alarm – Good Intent (Code 1.2)

Year	Total
2001 - 2002	417
2002 - 2003	442
2003 - 2004	419
2004 - 2005	460
2005 - 2006	493
2006 - 2007	554



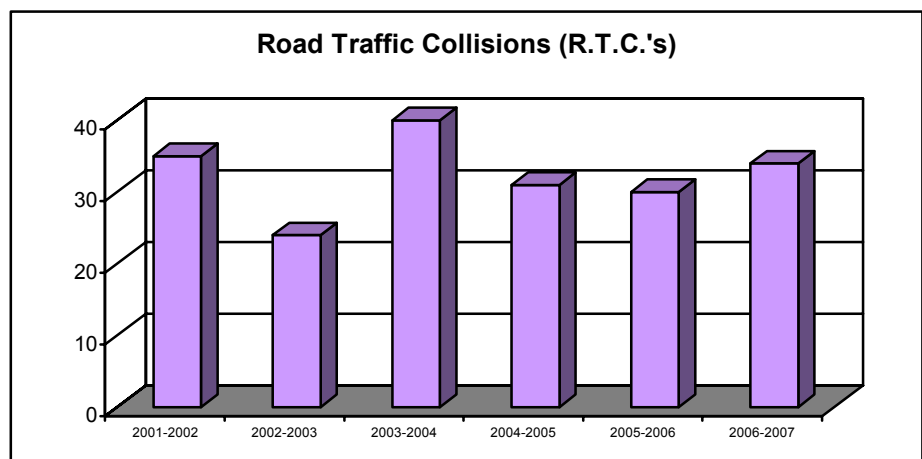
Accidental House Fires

Year	Total
2001 - 2002	141
2002 - 2003	79
2003 - 2004	107
2004 - 2005	113
2005 - 2006	96
2006 - 2007	77



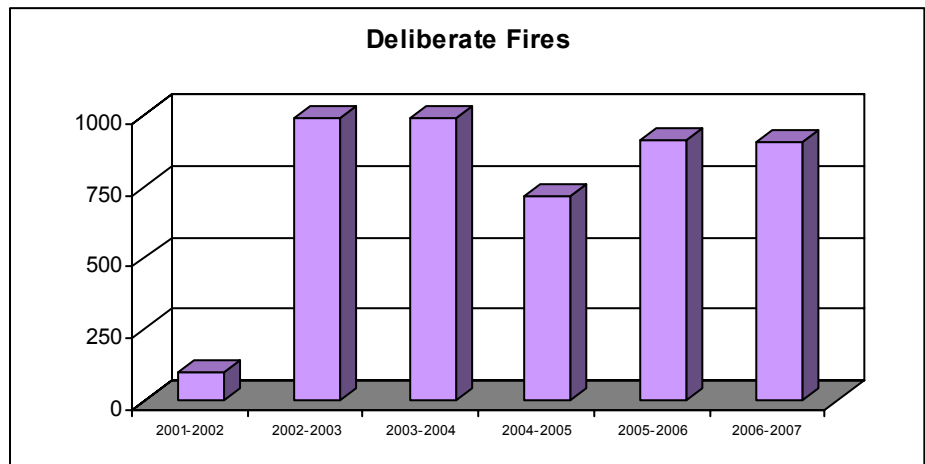
Road Traffic Collisions (R.T.C.'s)

Year	Total
2001 - 2002	35
2002 - 2003	24
2003 - 2004	40
2004 - 2005	31
2005 - 2006	30
2006 - 2007	34



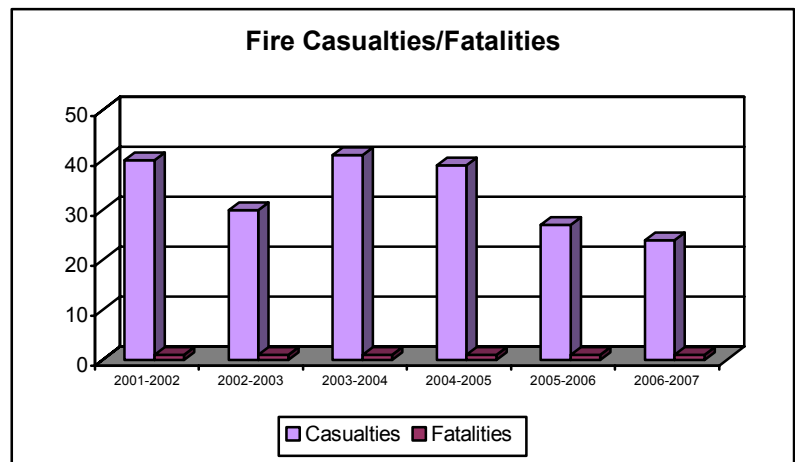
Deliberate Fires

Year	Total
2001 - 2002	102
2002 - 2003	994
2003 - 2004	996
2004 - 2005	720
2005 - 2006	913
2006 - 2007	911



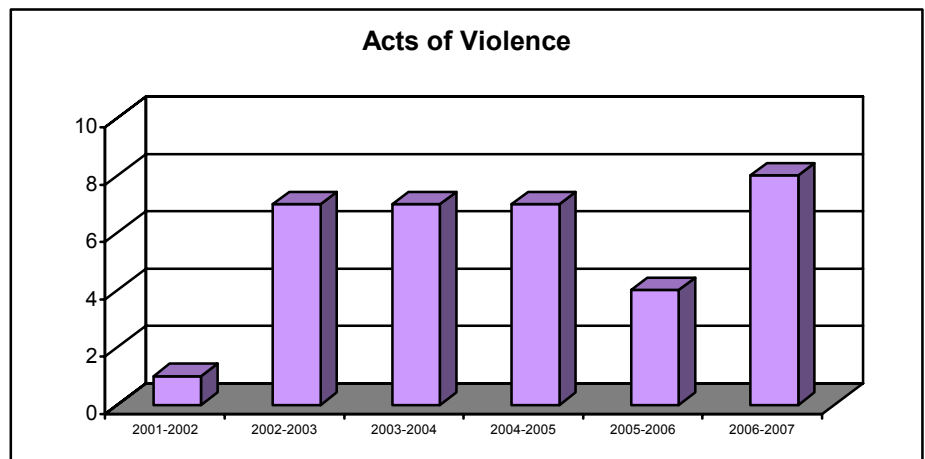
Fire Casualties

Year	Casualties	Fatalities	Total
2001 - 2002	40	1	41
2002 - 2003	30	1	31
2003 - 2004	41	1	42
2004 - 2005	39	1	40
2005 - 2006	27	1	28
2006 - 2007	24	10	25



Acts of Violence

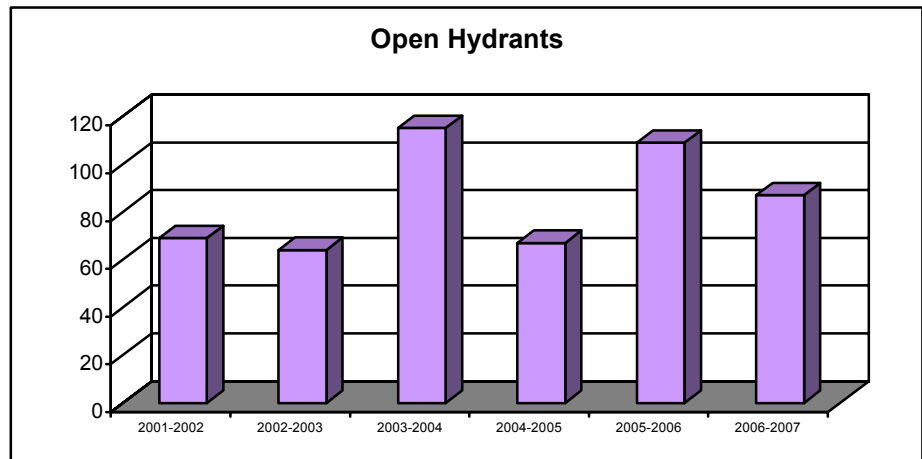
Year	Total
2001 - 2002	1*
2002 - 2003	7
2003 - 2004	7
2004 - 2005	7
2005 - 2006	4
2006 - 2007	8



* Figure given for part year (April - December)

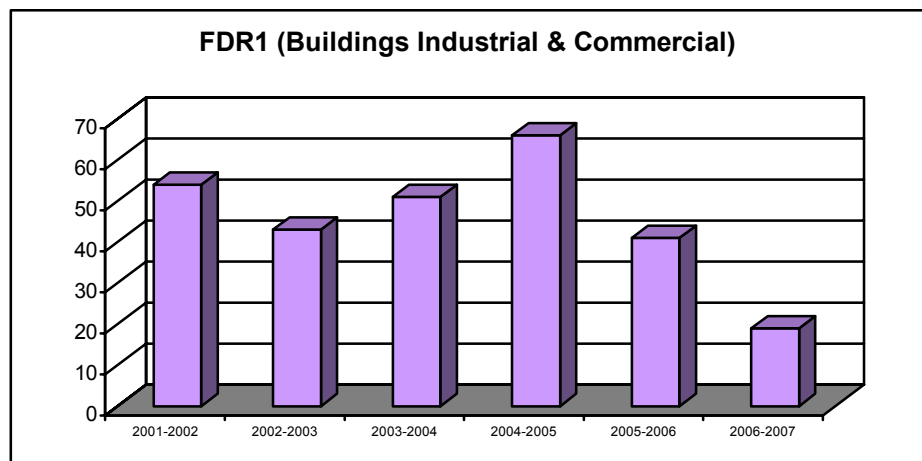
Open Hydrants

Year	Total
2001 - 2002	69
2002 - 2003	64
2003 - 2004	115
2004 - 2005	67
2005 - 2006	109
2006 - 2007	87



FDR1 (Buildings Industrial & Commercial)

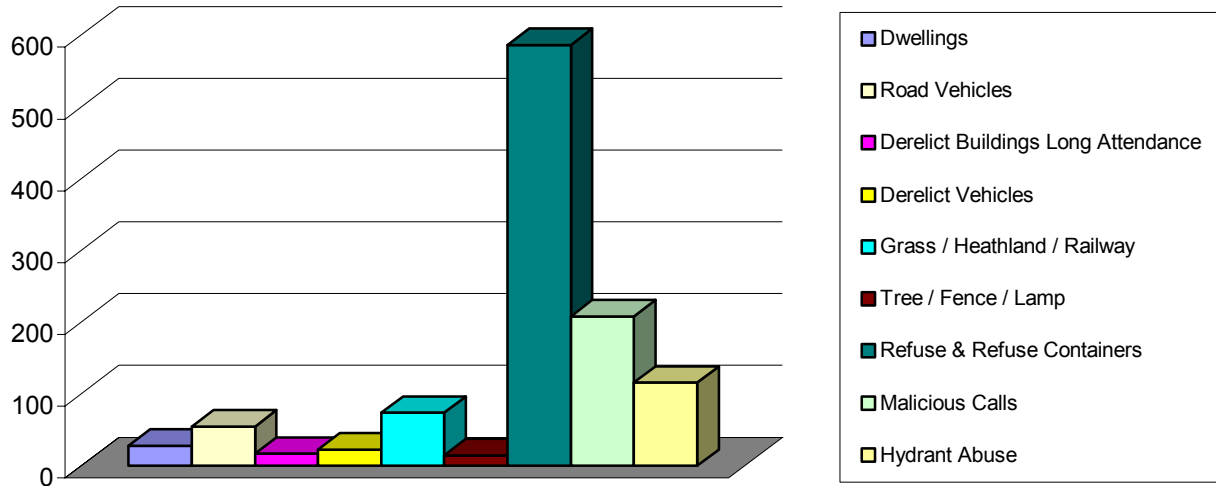
Year	Total
2001 - 2002	54
2002 - 2003	43
2003 - 2004	51
2004 - 2005	66
2005 - 2006	41
2006 - 2007	19



Secondary Fires

Secondary fire activity accounted for 36% of the total activity for the station area. Of the total number of secondary fires, refuse fires accounted for 68% all of fires within this category.

ASB Call in Coatbridge Area



Coatbridge Fire Station Profile

Property & Fleet

The present Fire Station was opened in 1960 and is located in Main Street Coatbridge.

The station was refurbished in 2004 and was rededicated in Oct 2005 by Strathclyde Fire Board Convenor Councillor Joe Lowe.



At the present time the fleet providing emergency response consists of two rescue pumps, and one hydraulic platform. The station also has the use of a van for station duties.

Operational Personnel Profile

The station establishment should be 68 operational personnel which equates to 17 per watch consisting of:

- 1 Watch Manager B
- 4 Crew Managers
- 12 Firefighters

Currently the establishment total is 72, this is due to a deliberate over establishment to cover potential retirements (which could happen at any time due to the age and service of some of the current personnel)

The experience of the current operational establishment ranges from 10 months to 32 years, 8 firefighters are currently undertaking their training and development in accordance with the Integrated Personal Development System.

Community Safety Personnel Profile

At the present time, Community Safety Officers based at Coatbridge provide legislative, advice and educational services to the whole of North Lanarkshire. 2 Watch Managers provide legislative enforcement. An assigned Community Safety Co-ordinator also supports the process of Community Safety and Community Planning within the Station area.

Support Staff Personnel Profile

Currently support staff services within the Station consist of 2 Jobshare Administrative Assistants and 2 General Assistants and 1 Cook (two full time and one part time post).

Managing Attendance

On 1st September 2005, Strathclyde Fire & Rescue implemented a new managing attendance policy, which encompassed all staff within the organisation.

COATBRIDGE	1ST	2ND	3RD	4TH	AVERAGE FOR YEAR
2003	12.80%	7.20%	12.59%	10.28%	10.72%
2004	6.04%	5.43%	4.13%	3.36%	4.74%
2005	3.38%	9.37%	2.47%	5.19%	5.10%
2006	4.85%	9.98%	12.16%	4.12%	7.77%

At the present time the rate of absence within Coatbridge Community Fire Station is currently at 7.7%, Watch availability is maintained either by the implementation of the Service's detached duty policy or by pre-arranged overtime.

Finance

A total of £2.075 million of the revenue budget has been allocated to service provision at Coatbridge Fire Station. The introduction of devolved budgets at station level has placed responsibilities on Station Managers to ensure financial management is an integral element of the Station Plan. At the present time the devolved budget for Coatbridge Fire Station stands at £229,724. After the first year of the devolved budget the Station had an under spend of 4% the savings were made on Gas and Electricity and on Firefighter overtime.

Useful Contacts

North Lanarkshire Council Elected Members

North Lanarkshire Community Safety Partnership / Forums / Committees

North Lanarkshire Council Community Safety Department

North Lanarkshire Council Housing Department

North Lanarkshire Council Social Services

North Lanarkshire Council Anti Social Behaviour Team

North Lanarkshire Council Community Wardens

North Lanarkshire Council Education Department

Strathclyde Police

Scottish Ambulance Service

Community Safety Co-ordinator

Community Firefighters

Coatbridge Fire Station Community Fire Safety Legislative Offices

SFR Strategic Youth Development Officer

Groups of interest i.e. Tenants and Residents Associations

Strathclyde Police CCTV Control Room

Supporting Documentation

Inside Policy – A guide to Scottish Executive Policy for people working in Community Learning and Development

The Scottish executive document “A Curriculum for Excellence” written by the curriculum review group.

Scottish Fire & Rescue Services – A Guide To Community Planning

Scottish Fire & Rescue Services –Community Fire Safety Strategy & Objectives

Communities and Local Gov. – A guide to reducing the number of false alarms from fire detection and fire alarm systems

Communities and Local Gov. – Economic Costs of Fires; Estimates for 2003

Scottish Index for Multiple Deprivation 2005-12-05

General Register for Scotland (Census 2001), 2003

Strathclyde Fire & Rescue Integrated Risk Management Plan

Community Safety Guidance Note 3 – Home Fire Safety Visits

Corporate Planning Framework of Strathclyde Fire & Rescue

North Lanarkshire Council Community Partnership – Community Plan 2005 - 2007

ACTION PLAN: COMMUNITY SAFETY (includes anti-social behaviour reduction & regeneration issues)

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Reduction in fire injuries	NL1 Reduce fire injuries by 7% (includes fatal and non fatal injuries as one statistic)	Oversee, develop and manage SFR Policies, including Home Fire Safety Visits and Vulnerable persons policy	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,3,7	31 st March, 2008
Reduction in fire damage to natural and built environment	NL2 Reduce accidental house fires by 3%	Deliver services in line with SFR policies and NLP target	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,4,5,7	31 st March, 2008
Reduction in fire injuries. Reduction in fire damage to built environment	NL3 Increase the number of HFSVs by 10%	Work in partnership to target activity at high risk/vulnerable persons	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,5,7	31 st March, 2008
Reduction of fires in non-domestic premises	NL4 Reduce fires in non-domestic premises by 2.5%	Strengthen communication links between community safety and operational staff to ensure identification of trends and take appropriate action	Group Manager Station Manager Watch Manager	Effectively administering Fire Safety legislation	1,2,3,5,7	31 st March, 2008
Reduction of fires in non-domestic premises	NL5 Reduce the number of deliberate primary fires by 4%	Deliver services in line with SFR policies and NLP target	Group Manager Station Manager Watch Manager	Effectively administering Fire Safety legislation	1,2,3,5,7	31 st March, 2008

ACTION PLAN: COMMUNITY SAFETY (includes anti-social behaviour reduction & regeneration issues)

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Reduce anti-social behaviour	NL6 Reduce the number of secondary fires by 4%	Develop SFR participation in regeneration and anti-social behaviour reduction agenda	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,5,7	31 st March, 2008
Reduce anti-social behaviour	NL7 Reduce malicious fire/emergency calls by 5%	Develop SFR participation in anti-social behaviour reduction agenda	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,3,5,7	31 st March, 2008
Reduce the number of false alarms good intent	NL 8 Reduce the number of false alarms good intent by 5%	Oversee the management and delivery of SFR policies and actively monitor area incident rates	Group Manager Station Manager Watch Manager	Increase in appropriate actions by building occupiers, less blue light journeys	1,2,3,5,7	31 st March, 2008
Reduction in number of unwanted fire signals	NL9 Reduce number of unwanted fire alarm signals by 5%	Oversee the management and delivery of SFR policies and actively monitor area incident rates	Group Manager Station Manager Watch Manager	Increase in appropriate actions by building occupiers, less blue light journeys	1,2,3,5,7	31 st March, 2008
Reduction in number of road traffic collisions	NL10 Reduce the number of road traffic collisions where SFR services are used by 2%	Oversee the management and delivery of SFR policy and NLP aims. Actively monitor area incident rates/trends	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,4,5,7	31 st March, 2008

ACTION PLAN: COMMUNITY SAFETY (includes anti-social behaviour reduction & regeneration issues)

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Reduction in number of road traffic collisions	NL11 Reduce the number of RTC fatalities by 3%	Oversee the management and delivery of SFR policy and NLP aims. Actively monitor area incident rates/trends	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,4,5,7	31 st March, 2008
Reduction in number of road traffic collisions	NL12 Reduce the number of RTC non-fatal injuries by 3%	Oversee the management and delivery of SFR policy and NLP aims. Actively monitor area incident rates/trends	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR and the NLP, this action will achieve safer communities	1,2,4,5,7	31 st March, 2008
Reduce anti-social behaviour	NL13 Reduce the number of attacks on fire crews (acts of violence) by 5%	Participate fully in problem solving and anti-social behaviour units	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,5,7	31 st March, 2008
Reduce anti-social behaviour	NL14 Reduce hydrant misuse/damage by 5%	Continue to be an active partner in the North Lanarkshire Partnership	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,5,7	31 st March, 2008
Reduce anti-social behaviour	NL15 Establish a second CS youth engagement project in a wholtime station	Oversee the management and delivery of SFR policy and NLP aims.	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,3,5,7	31 st March, 2008
Reduce anti-social behaviour	NL16 Manage 100% of juvenile firesetters referrals	Oversee the management and delivery of SFR policy and NLP aims.	Group Manager Station Manager Watch Manager	Reduce anti-social behaviour, make communities safer	1,2,3,5,7	31 st March, 2008

ACTION PLAN: COMMUNITY SAFETY (includes anti-social behaviour reduction & regeneration issues)

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Reduction in fire damage to natural and built environment	NL17 Contact 100% of non-domestic premises where a fire occurs	Effective administration of fire safety legislation	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR	1,2,3,5,7	31 st March, 2008
Reduction in fire damage to natural and built environment	NL18 Complete one fire safety audit per week per inspecting officer, in other premises	Effective administration of fire safety legislation	Group Manager Station Manager Watch Manager	In line with corporate aims of SFR	1,2,3,5,7	31 st March, 2008
Effective service delivery	NIL19 Review community safety management and provision of resources	Initial scoping exercise followed by appropriate action	Group Manager Station Manager	In line with corporate aims of SFR	3,7	31 st March, 2008

ACTION PLAN: PERSONNEL						
Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Increase confidence levels. Reduce the personal and financial impact of short-term cover arrangements	NL20 Reduce rider shifts lost due to sickness and light duties by 5%	<p>Set up a benchmarking system using recorded data from Wholetime Station/Watch/Department over the preceding three years</p> <p>Raise the profile of this issue and support SFRs Managing Attendance Policy</p> <p>Positively monitor quarterly, Watch, Station and Area returns</p> <p>Identify deficiencies in the crewing of appliances</p> <p>Highlight external influences on watch resources such as training and/or other specific work exceptions</p> <p>Record the number of</p>	Group Manager Station Manager Watch Manager	Effective and safe delivery of services.	1,4,5,7	31 st March, 2008

ACTION PLAN: PERSONNEL						
Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
		occasions that detached duties are required by a watch and take appropriate action Record % of occasions when minimum crewing levels are achieved and seek continuous improvement				
Reduce the personal and financial impact of short-term cover arrangements	NL21 Reduce working time lost due to sickness for all other staff by 5%	Effective HR management in line with SFR policy	Group Manager Station Manager	Effective delivery of services	4,5,7	31 st March, 2008

ACTION PLAN: DEVELOPMENT						
Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
<p>To review the operational preparedness and suitability of the service and area resources to meet local needs</p> <p>To promote and foster joint working with other agencies</p> <p>To exercise local area plans</p> <p>To ensure appropriate staff development</p>	<p>NL22 To programme, plan and carry out one station off site exercise, for each wholetime and RDS station</p>	<p>Effective communication at community planning and emergency planning levels. Creation of risk assessments.</p> <p>To monitor staff development requirements and fulfil these as appropriate</p>	<p>Group Manager Station Manager Watch Manager</p> <p>Group manager Station manager Watch Manager</p>	<p>Develop operational resilience. Facilitate personal development</p>	<p>1,2,4,5,7</p>	<p>31st March, 2008</p>

ACTION PLAN: OPERATIONS						
Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
To assist in the finalisation of fire data research reporting procedures	NL23 Continuously monitor the percentage of occasions that FDR final pages are completed within two weeks – achieve 100% compliance	Monitor on an ongoing basis and take appropriate action	Group Manager Station Manager Watch Manager	Effective management and administration	7	31 st March, 2008

ACTION PLAN: RISK MANAGEMENT

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Risk Management.	NL24 Develop an area risk management plan	Effective H&S management in line with SFR policy	Area Manager Group Manager Station Manager	Provision of business continuity.	5,7	31 st March, 2008
Health, safety and welfare	NL25 Reduce accidents by 7%	Manage and deliver services in line with SFR policy	Area Manager Group Manager Station Manager	Provision of safe person concept. Health, safety and welfare of all personnel and service users	5,7	31 st March, 2008
Health, safety and welfare	NL26 Reduce injuries by 7%	Manage and deliver services in line with SFR policy	Area Manager Group Manager Station Manager	Provision of safe person concept. Health, safety and welfare of all personnel and service users	5,7	31 st March, 2008
Health, safety and welfare	NL27 Reduce RIDDOR injuries by 10%	Manage and deliver services in line with SFR policy	Area Manager Group Manager Station Manager	Provision of safe person concept. Health, safety and welfare of all personnel and service users	5,7	31 st March, 2008
Health, safety and welfare	NL28 Reduce near misses by 10%	Manage and deliver services in line with SFR policy	Area Manager Group Manager Station Manager	Provision of safe person concept. Health, safety and welfare of all personnel and service users	5,7	31 st March, 2008

ACTION PLAN: COMMUNITY ENGAGEMENT

Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Community engagement and community planning	NL29 Consult 100% of people who participate in “fire reach” project	Manage Fire Reach programmes in line with SFR policy	Area Manager Group Manager Station Manager	Communicate with stakeholders to inform and seek opinion	6,7	31 st March, 2008
Community engagement and community planning	NL30 Consult with partners by attending the following meetings: NLP, CSP, LAPs and LATs	Participate fully in the Community Planning process	Area Manager Group Manager Station Manager	Communicate with stakeholders to inform and seek opinion	6,7	31 st March, 2008

ACTION PLAN: ADMINISTRATION						
Development Area	Details	Specific Actions	Responsible Person	Anticipated Outcomes	Corporate Priorities	Target Date
Effective administration	NL31 100% of invoices to be certified correct by relevant departments and passed for payment within 5 working days	Develop and manage robust administration systems in line with SFR policy	Area Administrative Officer Area Support Staff Station Support Assistants	Fair treatment of service users (suppliers). Effective administration	4,7	31 st March, 2008